



FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

March 3, 2010

Commissioner David Morales
Division of Health Care Finance and Policy
2 Boylston Street
Boston, MA 02116



Gary L. Gottlieb, M.D., M.B.A.
*President and Chief Executive Officer
Partners HealthCare System, Inc.
Professor of Psychiatry
Harvard Medical School*

Dear Commissioner Morales:

Partners HealthCare is pleased to submit the attached responses as part of the Commonwealth's effort to examine issues affecting health care costs and to develop effective and sustainable long-term solutions. We share your view that real solutions are needed to ensure that Massachusetts' extraordinary health care system remains a treasured resource for patients in need, a source of life-saving medical research, and an economic engine that creates jobs, serving as a cornerstone of our economy.

At Partners HealthCare, all of our work begins and ends with a focus on the needs of our patients, their families, and the communities we serve. Everything we do is built upon this relationship. Any discussion in the attached documents or later this month at the public hearings can be linked to our primary goal of improving the health care we deliver.

As you begin this thorough discussion of how to reduce health care costs, we urge you to stay focused on patients, especially those who are most seriously ill or face chronic disease. It is well documented that the sickest 10 percent of patients account for 70 percent of the costs. Together, we must create effective programs to care for our sickest and most vulnerable patients to find some success in controlling health care costs. We believe an open dialogue about reimbursement must be part of this discussion.

We appreciate the opportunity to discuss these important issues in a public forum. Massachusetts has a strong record of success in taking on tough problems when all stakeholders work together. Partners HealthCare is committed to working with you to improve care for patients and their families, to reshape the health care system, and to make our state an even better place to live for all of our residents.

Sincerely,

Gary L. Gottlieb, M.D., M.B.A.